

APPENDIX A
Project Description

SACRO Fence Building and Youth Employment – Swaziland

I. Introduction

This appendix describes the activities to be undertaken and the results to be achieved with the funds obligated under this Agreement. Nothing in this Appendix shall be construed as amending any of the definitions, any of the definitions, conditions, or terms of the Agreement.

II. Background


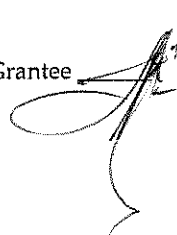
The Swaziland Association for Crime Prevention and the Rehabilitation of Offenders (SACRO) is a non-governmental association formed in 1989 to reduce the prevalence of juvenile crime in Swaziland by providing training in light-industry and employment for young ex-offenders. The number of crimes perpetrated by young people is on the rise due, in part, to growing levels of poverty and homelessness exacerbated by the high rate of HIV/AIDS infection. SACRO's programs provide training and income, resulting in decreased crime and poverty.

In 1991, in response to increased demand for fencing generated from its home, community, and school gardening projects, SACRO constructed a wire fence making workshop and trained ex-offenders as employees. The workshop was designed as a training program, with no aspirations of being profitable. However, the enterprise has been profitable during each year of operation. This success has generated an interest in the fence making industry from a number of rural communities. These communities request that SACRO open workshops and train their youth and unemployed women. However, SACRO lacks the capital required to construct and equip a rural fence making enterprise.

III. Funding

A. ADF Contribution

The financial plan for ADF's contribution is set forth in Appendix A-1 to this Agreement. Parties may make changes to the financial plan without formal amendment, if such changes are made in accordance with Article 7 of the Agreement and do not cause ADF's contribution to exceed the obligated amount specified in Article 3, Section 1 of the Agreement.

ADF  Grantee 

B. Grantee Contribution

SACRO (the Grantee) will contribute the technical expertise and labor of its trainers, and workshop administrator's fee for the training associated with the new workshop. The estimated value of these contributions is SZL 4,750.

IV. Project Goal

To provide sustainable incomes to at risk youth and juvenile ex-offenders in selected rural Swazi communities.

V. Project Purpose

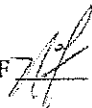
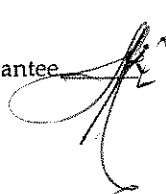
The purpose is to design, pilot, and refine a "skills training and business development model" for future replication and funding, that establishes a small, light manufacturing enterprise generating employment and living wages for at risk youth.

- A. Model skills training and business development program tested.
 - Operational fence making business generating revenue;
 - 12 at risk youth employed in a community based fence making business;
- B. Proposal suitable for funding by ADF or another donor developed for the replication of the pilot in at least two other rural communities.

VI. Project Outputs

At the end of the Project, SACRO has obtained the ability to replicate and implement its model for small rural enterprise engaged in wire fence production.

- A. The capacity of SACRO to implement a rural based training and business start up program is enhanced by:
 - a qualified manager on staff;
 - a training program for rural enterprise management designed and tested;
 - an MOU with Lulote for business management training finalized; and
 - skills training modules designed and tested.
- B. A market study is conducted to determine the viability of the fence making business and potential areas for expansion, including:
 - survey of market demand for fencing; and
 - identify strategic areas for fence production.
- C. The revolving loan program is operational, as indicated by:
 - a revolving loan fund for business start-up is designed and tested; and
 - project staff have acquired the technical capacity to operate the revolving loan program.

ADF  Grantee 

- D. A rural fence making enterprise is established and operational, as indicated by:
- the business ownership structure is developed and functioning;
 - the business management plan is designed and operational; and
 - the business employs at least ten (10) at-risk youth.

VII. Major Activities to be funded under this Agreement


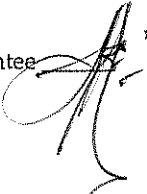
Activities are focused around the development of the model, including the processes, structures, and training, that will allow for future replication of the Project. Activities include:

- determine the criteria and process with which future recipient communities are identified;
- determine the criteria and process with which youth participants are identified;
- formalize the modalities for the operation of a sustainable revolving loan fund;
- develop, test and implement a business skills training plan for rural enterprise managers;
- develop a business and financial management plan for the operation of a sustainable business;
- develop and implement a business marketing plan including outreach and advertising;
- develop a business ownership plan that delineates how ownership of the pilot business will evolve. This plan will be developed within the first six months of the project and will incorporate the views of participating community, youth employee trainees, SACRO, Lulote, and ADF. The plan must be delivered before the business begins formal operation; and
- develop a detailed plan for SACRO to initiate the expansion of the model into other communities. This plan will also include an examination of the prospect of focusing on other light manufacturing industries such as carpentry and other trades with which SACRO has experience.

VIII Roles and Responsibilities of the Parties

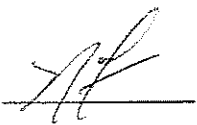
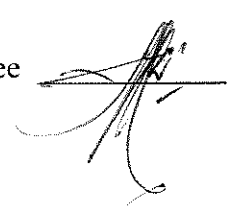
SACRO has primary responsibility for ensuring that Project activities are properly implemented. Within SACRO, the Board of Directors will be the highest decision making body. It will determine strategies, policies, and the direction of the business. SACRO's Board of Directors will establish a Project Management Team that will supervise and coordinate implementation of the Project

ADF's Partner in Swaziland will provide SACRO technical assistance and advice during the implementation of the Project.

ADF  Grantee 

IX. Monitoring and Evaluation

Within sixty days of the effective date of the Agreement, the Grantee, working with the ADF Partner, will form a monitoring and assessment committee composed of a representative cross-section of the Grantee's organization. The committee will provide the Partner input for the Project monitoring plan. In addition, during implementation, the committee will have responsibility for ensuring that the Project follow the implementation plan, and that problems identified through monitoring and evaluation are properly addressed in a timely manner.

ADF  Grantee 

ADF _____ Grantee _____

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